



**NY Means Business Final Report
Lehman College
June 2022**

No-cost
training for your
business and
employees



**NYC
MEANS
BUSINESS**



Small Business
Services

Mayor's Office for
Economic Opportunity

1. Introduction

NY Means Business offered critical digital skills and safety training, as well as consultation services, to NYC small business owners and their employees. Lehman College was a suitable business partner for NYC Small Business Services as Lehman was able to provide a team of experienced staff from multiple departments who were expert in small business services, program development, online training design and delivery and client services. The leveraging of existing staff and resources allowed Lehman to scale quickly and be responsive to the changing NYC small business ecosystem post-pandemic.

Between January 2021 and June 2022 NY Means Business served **149** NYC small business owners and their **348** employees. Over the course of the program, Lehman College worked in partnership with SBS to adapt to the ever-changing realities of the businesses that we served as they weathered multiple shutdowns, sought to follow local, state, and federal mandates, shifted their own business models to meet the needs of their customers, and transitioned back to “normal” operations as the subsequent waves of COVID-19 allowed.

The goal of the program as stated in the RFP was to assist New York City small business owners with the rapid transition to digital operations, as necessitated by pandemic shutdowns and subsequent restrictions. There was a particular focus on supporting minority and women owned businesses (MWOB). The training concentrated on the key areas of Digital Operations (Microsoft Office and Google Suite), Finance (QuickBooks and digital payroll), Digital Marketing (Google My Business and social media marketing), and COVID Health and Safety. COVID Health and Safety was eventually removed from the course offerings due to lack of interest as most businesses had implemented their health and safety plans by the time the program opened in January 2021.

Several changes were made to the program utilizing direct feedback from the businesses that were served. Key changes include adjusting the intake process for new businesses, opening the program to nonprofit organizations, and allowing for multiple employees from a single large business to take the same class as part of an “early adopter” cohort. Most businesses participated in three total consultations. However, Lehman College often met with representatives from larger businesses more than three times because of the coordination necessary to train a greater number of staff.

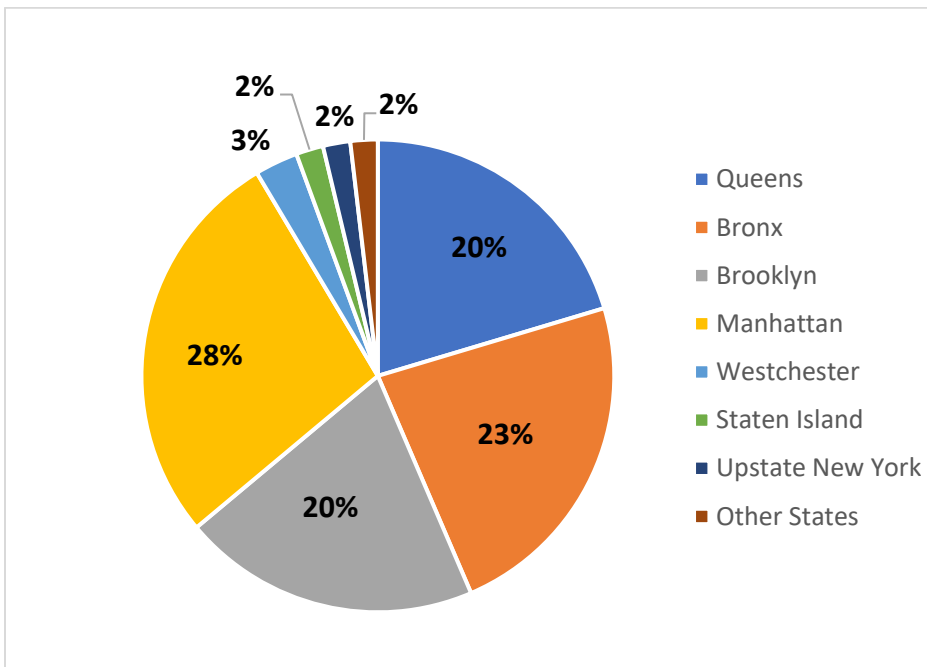
Some businesses who made it through screening realized that the training being offered was at a basic relative level to the technical skill level of their employees. This can be attributed to the reality that businesses have diverse needs, and many of the classes were designed to appeal to employees who had little or no digital fluency. Even so, more technically skilled businesses were often able to take advantage of the handful of “advanced” level classes that were offered, including advanced Word and Excel training as well as QuickBooks.

2. Business Profiles -- Program Outcomes Overview:

643 unique applications were received by SBS, 204 eligible businesses were screened, approved, and handed off to Lehman College.

Demographics (643 unique applications)

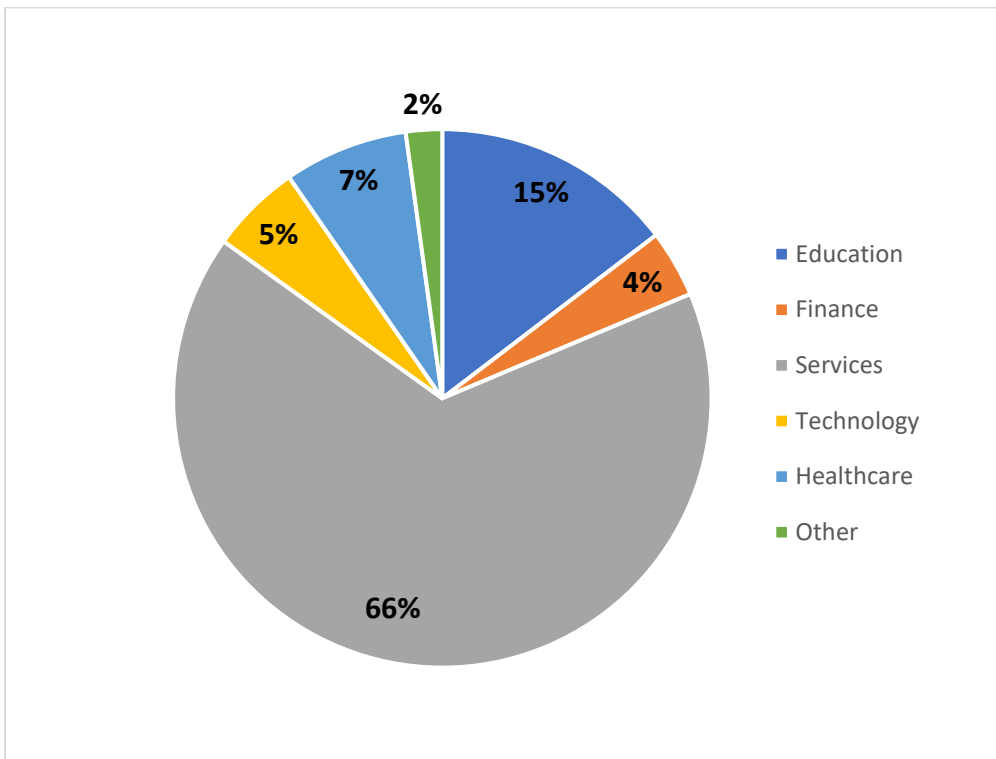
City/Town	643
Queens	131
Bronx	149
Brooklyn	131
Manhattan	177
Westchester	19
Staten Island	12
Upstate New York	12
Other States	12





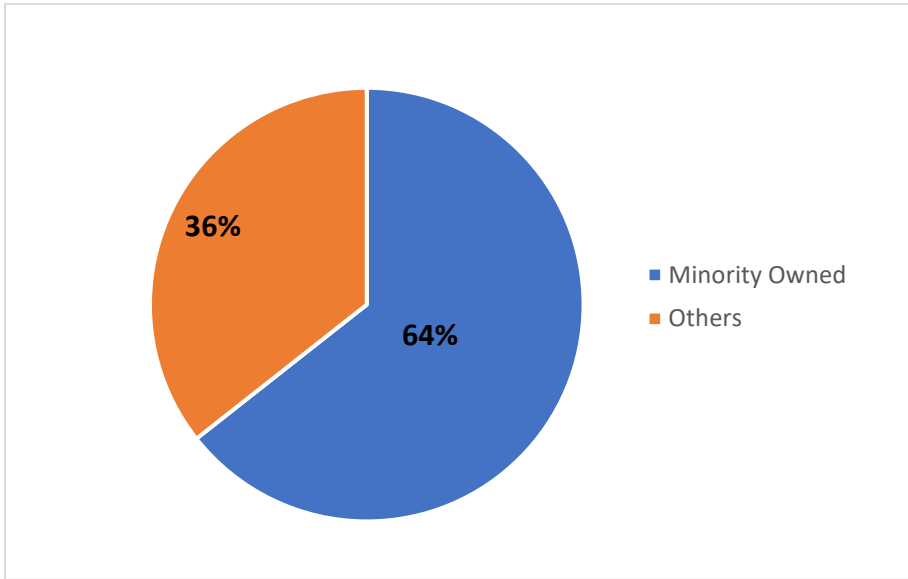
Business Industry 643

Education	94
Finance	26
Services	426
Technology	35
Healthcare	48
Other	14

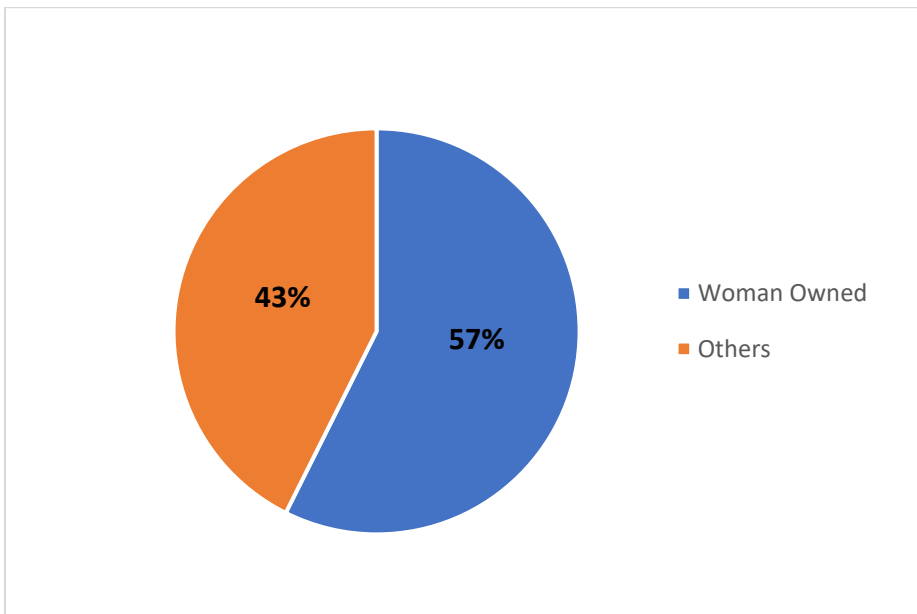




Minority Owned	643
Minority Owned	414
Others	229

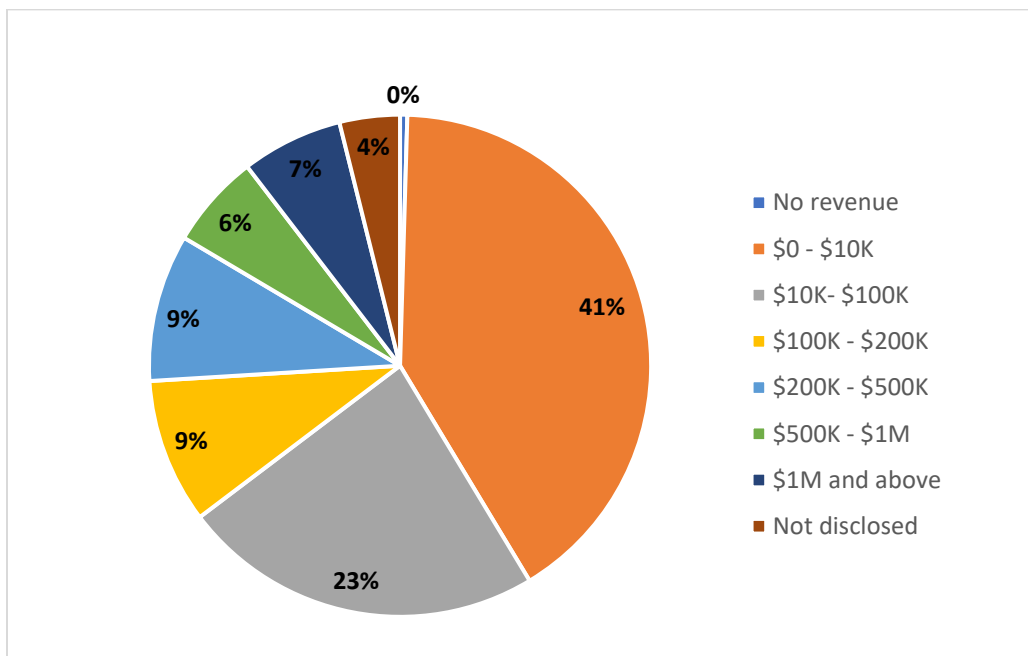


Woman Owned	643
Woman Owned	369
Others	274





Revenue- 2019	643
No revenue	3
\$0 - \$10K	263
\$10K- \$100K	150
\$100K - \$200K	60
\$200K - \$500K	61
\$500K - \$1M	39
\$1M and above	42
Not disclosed	25

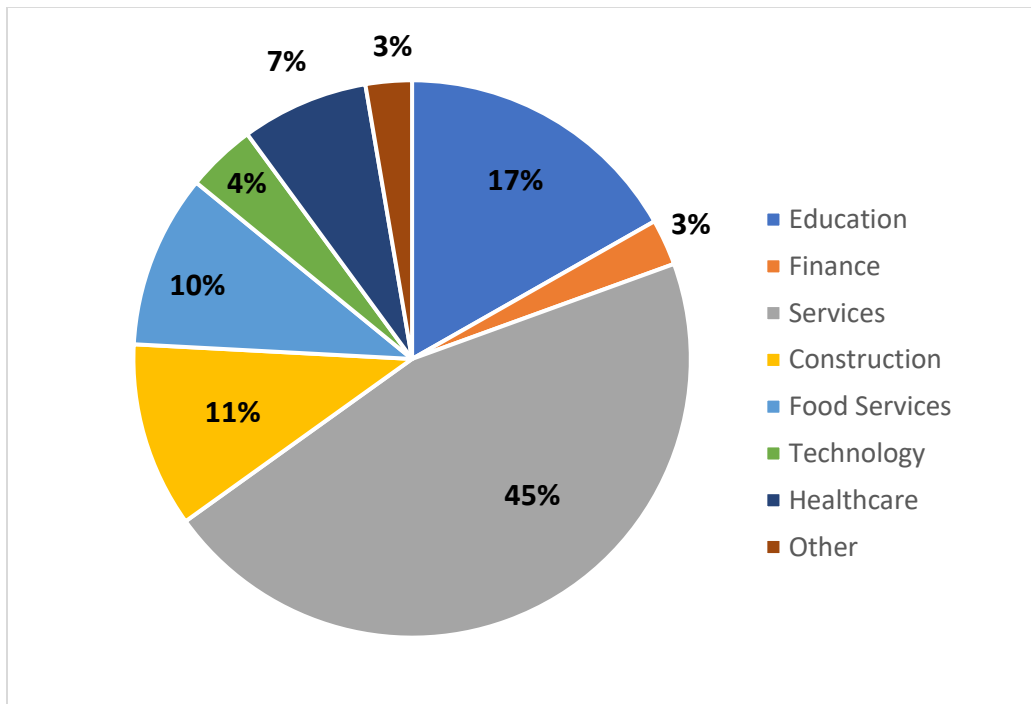


Below is the overall status of the businesses handed off to Lehman College for business consultations.

Total # of eligible businesses referred to Lehman College	204
Total # of Business – participated and consulted	149
Total # of Business - no response provided	16
Total # of Business - withdrew	39

Demographics (149 participating businesses)

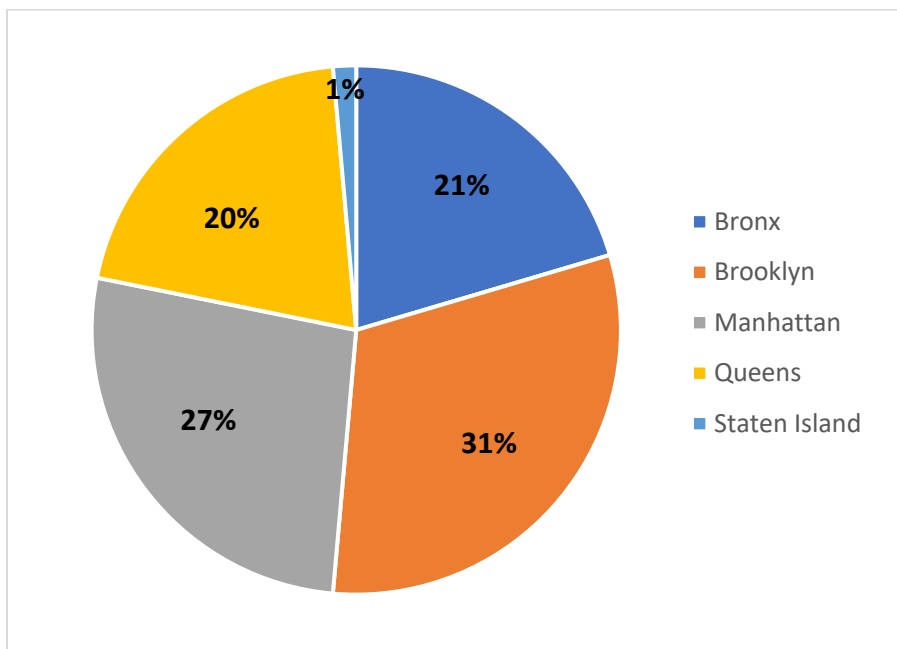
Industry	149	%
Education	25	17%
Finance	4	3%
Services	68	46%
Construction	16	11%
Food Services	15	10%
Technology	6	4%
Healthcare	11	7%
Other	4	3%



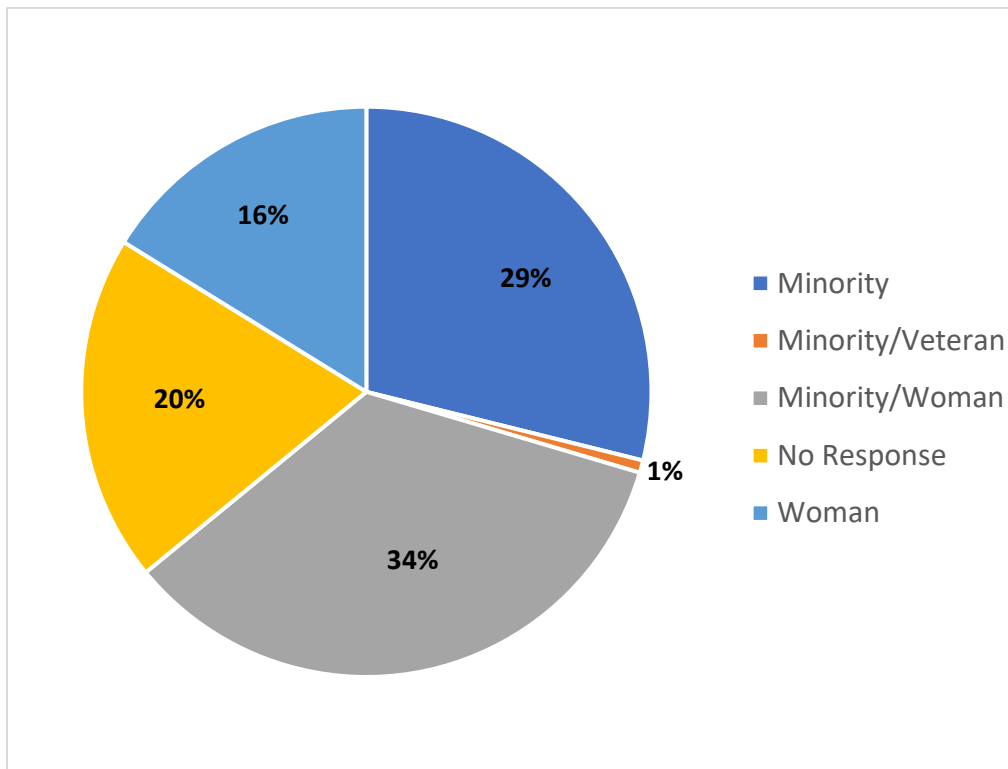


- Sample demographics, 142/ 149 final participating businesses.

Borough *	142
Bronx	29
Brooklyn	44
Manhattan	38
Queens	29
Staten Island	2



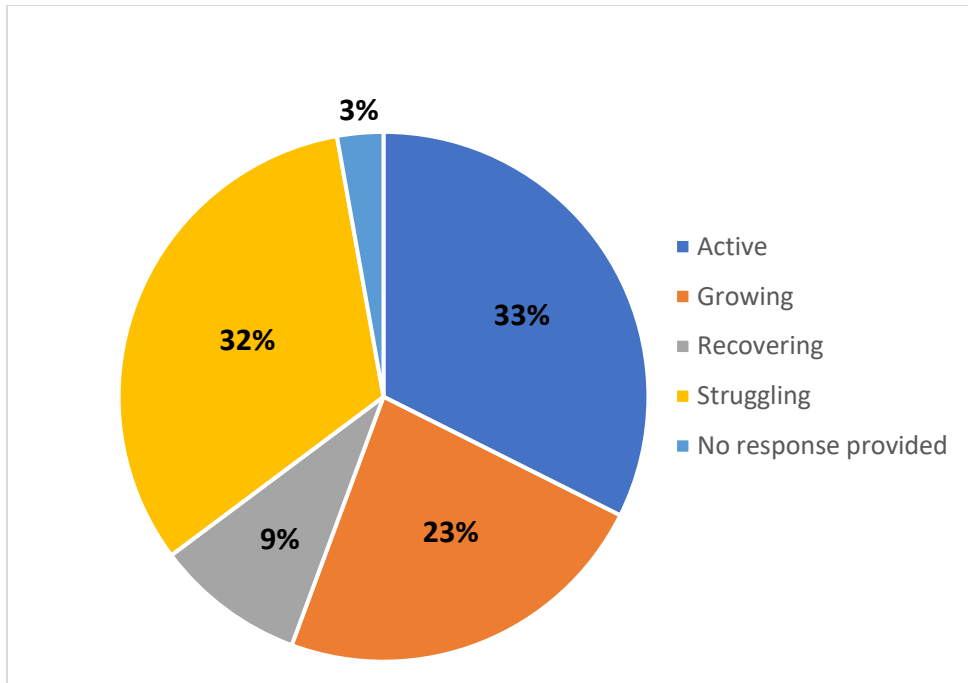
MWBE *	142
Minority	41
Minority/Veteran	1
Minority/Woman	49
No Response	28
Woman	23





Business Status at beginning * 142

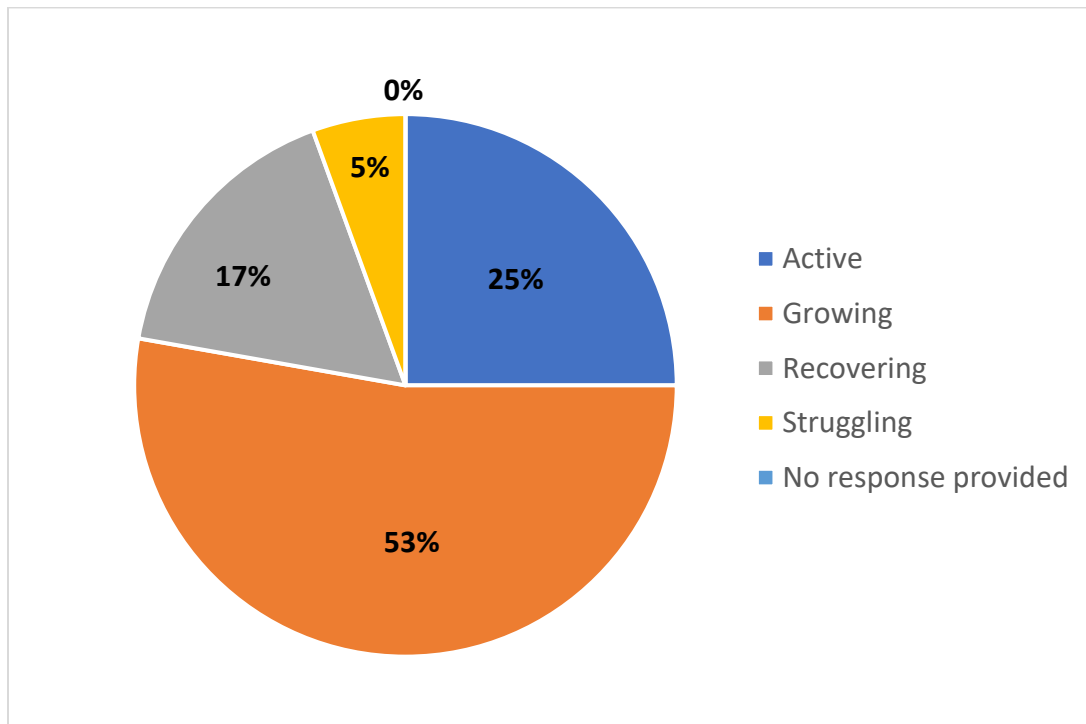
Active	46
Growing	33
Recovering	13
Struggling	46
No response provided	4





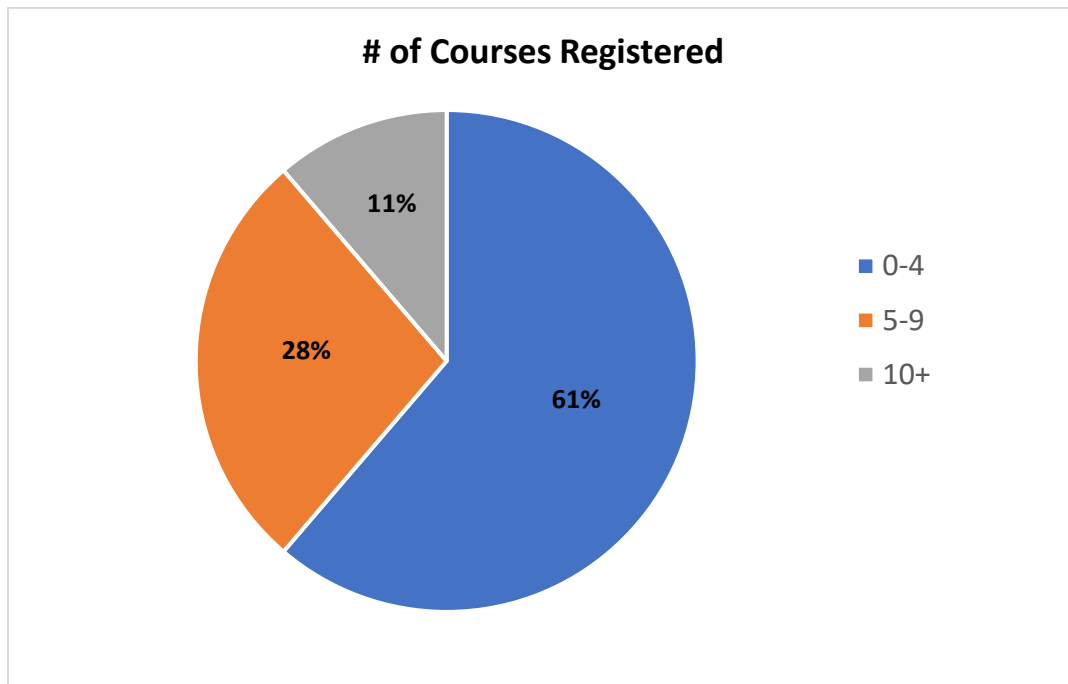
Final consultation: Business Status*	36
Active	9
Growing	19
Recovering	6
Struggling	2
No response provided	0

* Sample data outcome

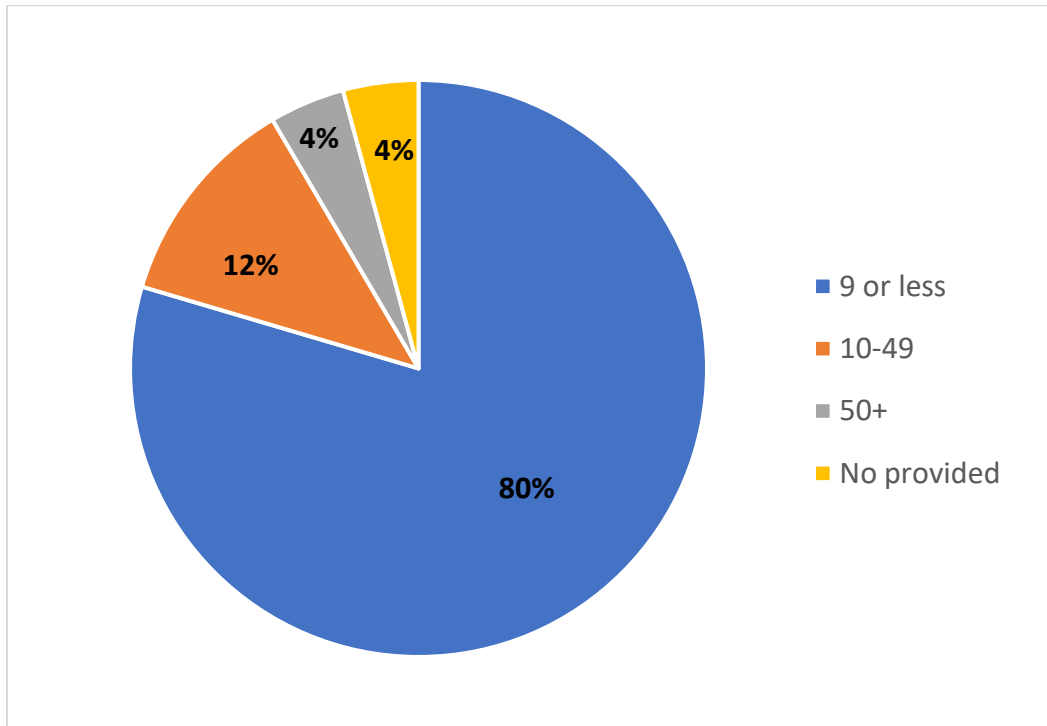




# of Courses Registered *	142
0-4	87
5-9	39
10+	16



Employee Size*	142
9 or less	113
10-49	17
50+	6
Not provided	6



Businesses were asked to self-identify their industry as part of the intake process. The top three industries served were as follows: Education (25 businesses), Construction (16 businesses), and Food Service/Accommodation (15 businesses). 31% of businesses were based in Brooklyn, 27% in Manhattan, 20% in Queens, 21% in the Bronx, and 2% in Staten Island.

For smaller businesses (owner-operated with few or no employees) we most often worked with the owner directly to develop a training plan and implement training. For mid-sized businesses (4-20 employees), there was typically a non-owner manager assigned to oversee the training, and for large businesses (20+ employees) their HR department was most often responsible for the training. With rare exceptions, all businesses who participated in the program saw severe revenue loss or negative revenue during the height of the pandemic shutdowns in 2020.

A total of 149 businesses were served by the program, which meets the threshold for the goal of a maximum 150 businesses as stated in the RFP. For a business to be considered a “participant” they were required to both sign an affirmation committing to the training and associated consultations and have met with a Lehman College representative for their first consultation. A total of 122 businesses completed the second consultation, and 94 businesses completed the third consultation and are considered in good standing with the original commitment made on the affirmation.

Program overall outcome:

Program outcome actual vs program goal	Actual	Goal
Total # participating businesses	149	150
Total # of participating trainees, head count	348	400

The number of participants enrolled in training through the 149 participating businesses was 348. The participating employees registered for a total of 836 individual trainings. Out of the 836 trainings, 641 were recorded as “Successfully Complete” <75% attendance for the class, or 77%. This meets the goal set by the RFP of 75% overall attendance for the training.

Total # of participating trainees	348
Completed	334
Withdrawn during the training	14

Attendance report	Actual
# of successfully completed trainings by a trainee	641
# of unsuccessfully completed trainings by a trainee	195
Total # of trainings completed (excluding withdrawn courses)	836

% of trainee attending at least 75% of the sessions of one course = 77%

Reference link 1: [SBS Lehman Tracker v3 \(1\).xlsx](#)

Reference link 2: [Detail attendance reports per billing cycle/ course](#)

3. Enrollment data by course:

Total enrollment	892
Completed enrollment	762
No show	74
Withdrawn	56



Courses	Enrollment # 892
Microsoft Excel 365: Part 1	94
Communication: Google Meet and Gmail	83
Shared Cloud Storage: Google Drive	67
Building an Online Presence	66
Finding New Customers Online	63
QuickBooks	62
Document Creation: Google Docs, Sheets, Slides	61
Data Collection, Surveys and Analysis: Google Forms	59
Introduction to Microsoft Teams	53
Create Your Own Website / Selling Your Product Online - BOC	36
Microsoft Excel 365: Part 2	31
Cloud Storage: Dropbox and Microsoft OneDrive	27
Scheduling and Managing Zoom Meetings (for Hosts)	23
Microsoft Word 365: Part 1	22
Microsoft Outlook 365: Part 2	21
Zoom Essentials	19
Microsoft Outlook 365: Part 1	16
Spanish - Shared Cloud Storage: Google Drive	10
Spanish - Document Creation: Google Docs, Sheets, Slides	10
Education: Google Classroom	10
Spanish - Communication: Google Meet and Gmail	9
Spanish - Data Collection, Surveys and Analysis: Google Forms	9
Computer Basics (Computer Essentials)	9
Microsoft PowerPoint 365	8
Microsoft Office 365 Basics	7
Payroll Fundamentals (Digital Payroll Using QuickBooks for Small Business)	7
Health and hygiene in a pandemic	5
Microsoft Word 365: Part 2	5
Mandarin - Communication: Google Meet and Gmail	0
Spanish - Zoom Essentials	0
Spanish - Scheduling and Managing Zoom Meetings	0
COVID safety for retail	0
Mac Basics	0
Microsoft Access- Desktop (NOT OFFERED)	0
Mandarin - Shared Cloud Storage: Google Drive	0
Mandarin - Document Creation: Google Docs, Sheets, Slides	0
Mandarin - Data Collection, Surveys and Analysis: Google Forms	0
COVID safety for food and beverage businesses	0
Mandarin - Zoom Essentials	0
Mandarin - Scheduling and Managing Zoom Meetings	0
Spanish - Health and hygiene in a pandemic	0

4. Reflections

From January to December 2021, businesses were required to sign an affirmation confirming eligibility for the program, as well as meet with representatives from SBS and participate in a screening call prior to being passed over to Lehman College. Many businesses who participated in the program during these first 12 months reported that they felt the original SBS meetings were unnecessarily complicated. They identified it as a potential barrier to entry for the owners and managers who were struggling under the burden of navigating multiple pandemic relief programs while also attempting to keep their business afloat. SBS approved a change to the intake process, which involved adjusting so that the phone screening was done instead from Lehman's side using the same email that was being used to schedule businesses for first consultations. After this change was made, owners reported more satisfaction with the overall design of the program.

First consultations were used to confirm eligibility, gather key data (number of employees/revenue/business status) identify business needs, establish goals, build out a personalized training curriculum, and develop a relationship between the business owner and the Lehman representative.

Second, or midpoint, consultations focused on the training that the business owner and/or employees had completed. Feedback on specific classes and instructors that was received during these consultations was used to help improve the classes either for those who were actively in training or for future training. Sometimes a business owner would request additional training for their employees following the perceived positive benefits of their participation, either for the owner or the employee.

Third, or final, consultations were used to assess the impact of training using empirical and anecdotal data points, and to help establish a plan for integrating the skills employees learned into the business. For many small businesses those skills were already actively integrated since employees were typically working with the digital tools they were being trained on concurrently with their classes.

Consultation status	
# Businesses, completed 1st consultation	149
# Businesses, completed 2nd consultation	122
# Businesses, completed 3rd/ final consultation	93

In addition to changing the initial intake process, another key change was the decision to allow larger businesses to train groups of employees (up to 20) as cohorts. Several businesses took advantage of this cohort model to rapidly train groups of “early adopters” who could bring their new skills back to their work units with enormous success. Businesses who were particularly successful at the cohort model were MHR Management (an affordable housing project management company/Queens), Broadway Housing (housing and childcare support services for low-income individuals/Bronx), and Arab American Family Support Center (immigrant and refugee empowerment/Brooklyn).

Anecdotal evidence suggests that the businesses where employees successfully completed training either tended to be quite small (owner-operator with 1-3 employees) or large (20+ employees). Mid-sized businesses tended to struggle with class participation, in part because at that scale they lacked the necessary capacity to ensure that their employees were attending the training for which they had been registered. With small businesses the owner was often able to provide that oversight directly. With large businesses there was typically an HR department or manager in place who could intervene quickly if a staff member was absent from class.

An observable trend was that regardless of size, many businesses did not participate in the final consultation and survey. Almost 1/3rd of businesses did not respond after their second consultation although they did ensure that employees successfully completed their training. Business owners who did participate in the final consultation reported that they felt it was helpful to go over outcomes and discuss implementation. But they also indicated they understood why others might elect to opt out of a final consultation since they felt satisfied with their training and had moved on to looking for new opportunities to improve the outlooks of their business.

One important aspect of the Lehman College/SBS partnership for this program was that businesses who participated in the program gained access to other free Lehman College and CUNY programs and resources. Several businesses who requested additional advanced marketing training were directed to an intensive program that included SEO and social media marketing. We were also able to provide business owners with access to the “CUNY Internship to Employment” program, which allowed them to hire paid summer interns at no cost to the business.

Additionally, businesses who reported the need for additional skilled staff were directed to the Division of Student Affairs where they could access our job boards, attend digital hiring fairs, and present their business to recent graduates. Several business owners reported that they found additional staff members this way, most notably, “Uncommon Goods” (retail/Brooklyn), which recruited 7 entry level HR new hires through the Division of Student Affairs.

5. Post training surveys

Additional data was gathered using post training surveys of both the course content and of the program itself. Business owners were asked to give feedback using a survey that was administered by their Lehman contact, as well as through an optional anonymous survey tool that was emailed to them directly following their third consultation. The results of these surveys were overwhelmingly positive; out of 90 business owners surveyed, 85 reported that they would recommend the program to another business, friend, or family member.

Reference link 3: [Business owner survey \(1-90\).xlsx](#)

Similarly, the student feedback on individual courses showed a positive response to their training. Data was tracked on a scale of 1 to 4. When asked “would you recommend this course to a friend or family member?”, the response was an average of 3.67. When asked “can you apply these skills to your current job or business?”, the response was an average of 3.62.

Reference link 4: [Student evaluation.xlsx](#)

Student evaluation summary:

Evaluation Question	I would recommend this course to a friend or family member	The skills and knowledge I learned from this course I can apply to my current job / business
Microsoft Essentials	3.86	4.00
Zoom Essentials	3.69	3.88
Scheduling and Managing Meetings with Zoom	3.60	3.75
Cloud Storage: Dropbox and MS One Drive	3.82	3.73
Building an Online Presence	3.71	3.84
Communication: Google Meet & Gmail	3.63	3.57
Shared Cloud Storage Google Drive	3.62	3.17
Document Creation Google Docs, Sheets Slides; Google Forms;	3.74	3.17
Data Collection, Surveys and Analysis: Google Forms	3.48	3.61
Google Classroom	4.00	3.50
Communication: Google Meet -SPANISH	4.00	4.00
Shared Cloud Storage Google Drive-SPANISH	3.75	3.50
Document Creation -SPANISH	4.00	4.00
Finding New Customers Online	3.89	3.76
Introduction to MS Teams	3.53	3.78
Microsoft Word Part 1	4.00	3.86
Microsoft Excel Pt 1	3.73	3.62
Microsoft Excel Pt 2	3.65	3.76
Microsoft Outlook Part 1	3.30	3.33
Microsoft PowerPoint	3.00	3.00
QuickBooks	3.53	3.60
Creating Your Own Website	3.80	3.83
Health and Hygiene in a Pandemic	3.00	3.00
Average	3.67	3.62

4 Point Scale: 4=Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree

Business owners and employees alike reported that the program helped them feel “empowered” and “valued.” Employees who received training stated that they felt valued by their employers, and business owners stated that they felt valued by the investment in their business from SBS. Many had never participated in any professional development and doing so improved the confidence of staff and owners alike.

24 businesses owners participated in an anonymous survey:

Reference link 5: [Business owner anonymous survey \(1-24\).xlsx](#)

Screen shot:

Overall, how satisfied were you with the Training for Your Employees Program?	
Number of responses: 24	
• Very satisfied	23
• Somewhat satisfied	1
• Neither satisfied nor dissatisfied	0
• Somewhat dissatisfied	0

Overall, how satisfied were you with quality of the courses provided?	
Number of responses: 24	
• High	23
• Medium	1
• Low	0

6. Conclusion

Feedback on the program was overwhelmingly positive. Even business owners who felt the program was not a good match for their needs expressed appreciation that they had been offered the opportunity to participate. They felt programs like *NYC Means Business* were important to offer, especially for the tens of thousands of small businesses that still struggle to take advantage of the digital tools available to them.

7. Success stories

Lehman highlighted 3 businesses for SBS Communication team to interview and prepare success stories which were used in the marketing materials for the program and were featured in the July Food and Beverage Industry Newsletter (Carro Cafe Success Story), and the Recovery and Growth Report (Shannon's Success Story).

Success stories 1: Anny, owner of Cass Sterling



NYC Small Business Services | Mayor's Office for Economic Opportunity

No-cost training for your business and employees

NYC MEANS BUSINESS

Training for Your Employees, a program from the NYC Department of Small Business Services, provides no-cost, online training to help business owners, non-profit leaders, and employees located in NYC.

All trainings are taught online with a live instructor on specific dates/times.

To learn more and apply, call 888-SBS-4NYC (888-727-4692) or visit nyc.gov/trainingemployees.

[Learn More & Apply](#)

Do you and your staff need technology training to get your business or non-profit up-to-speed with online tools?

Do you need help incorporating COVID-19 safety measures in your workplace?

Training for Your Employees teaches essential technology tools and COVID-19 safety.

Training subjects may include:

- Computer applications (e.g. computer basics; Zoom[^]; Microsoft Office 365 -Word, Excel, PowerPoint, Outlook, Access; Google Workspace[^] - Gmail, Sheets, Docs, Drive, Hangouts; QuickBooks)
- Online marketing and creating a website
- Online sales and e-commerce
- Health and hygiene in a pandemic*
- COVID-19 safety for food and beverage businesses*
- COVID-19 safety for retail*

Apply today! Register through February 2022 - Classes offered through May 2022.

**Courses are also available in Spanish.*

[^]Courses are also available in Chinese (Mandarin)



Success story: Anny, owner of Cass Sterling and program participant

Meet Anny, longtime insurance brokerage professional and founder and president of [Cass Sterling](#). Anny started her own business because it allows her to serve clients better. "For me, serving a client is a privilege. I'm not only taking care of the family but also can have an impact on future generations as well. This is what makes it so rewarding and worthwhile to start my own business."

When the pandemic started, it was no longer possible for Anny and her staff to meet clients in person. "Meeting with clients face to face is very helpful. You can look at documents and go over them together, which makes clients feel more comfortable." Anny and her staff took advantage of SBS's Training Your Employees program by taking Google Meet, Google Documents, Sheets, and Slides, and Google Forms, so they could continue to have face to face meetings, but virtually. "I'm also able to teach my clients how to use these platforms, and can meet with them across the country and world." Anny also took courses on QuickBooks and How to Build a Website.

Help your staff build their skills, too. Visit nyc.gov/trainingemployees to learn more and apply.





Success story 2- Shannan Ramsay, owner of Step with Purpose, LLC

SUPPORTING NYC SMALL BUSINESS RECOVERY & GROWTH

NYC
Small Business
Services | careers
businesses
neighborhoods



Supporting business innovation to increase revenue

In partnership with NYC Department of Transportation, SBS launched Open Restaurants and Open Storefronts programs and encouraged businesses to participate to help bring back customers, revive the character of our neighborhoods, and build a stronger NYC

NYC's Open Restaurants Program is an effort to implement a citywide multi-phase program to expand outdoor seating options for food establishments to promote open space, enhance social distancing, and help them rebound in these difficult economic times. This program served more than 12K restaurants and saved ~100,000 jobs. nyc.gov/openrestaurants

The Open Storefronts program helps existing ground-floor storefront businesses who want to use outdoor areas on a temporary basis. Businesses engaged in retail trade, food service, repair stores, personal care services, and dry-cleaning and laundry services can use outdoor space for seating, queuing, or display and sale of goods. To date, more than 850 storefront businesses have participated. nyc.gov/openstorefronts

HELPED
12K+
RESTAURANTS AND SAVED
~100K JOBS



Launched Training for Your Employees to provide business owners and jobseekers skills in digital literacy, marketing, online security, and COVID-19 safety

Training for Your Employees provides no-cost, online training to help business owners, non-profit leaders, and employees located in NYC. All trainings are taught online with a live instructor on specific dates/times. To date, 308 businesses have applied for this program, 83% of which are self-reported M/WBEs. nyc.gov/trainingemployees

Success Story: Step With Purpose

Shannan, owner of Step With Purpose daycare and a participant in the Training for Your Employees program, was a single parent with a son with special needs. She often had to call out from work to care for her son. Always fearful she would lose her job, she took a stab at opening a daycare in her home.

Shannan and her staff took the Google Suite Workshop Series, Zoom classes, and Building an Online Presence. These new digital skills helped expand her marketing efforts and offer virtual open houses, leading to more students in her care and increased hours for staff.

The fact that all my employees were able to get training through SBS was amazing. Being able to give my staff education and training they can use whether they stay with me or go somewhere else means a lot to me.

– Shannan Ramsey, Step With Purpose



Success story 3: Katherin Angeles, owner of Carro Café

Spotlight



Carro Café 3472 Fulton Street, Brooklyn NY 11208
Member F&B IP Small Business Roundtable

Chef Ernest & wife Katherin Angeles started their restaurant 11 years with a lot of passion and determination but not a strong business education foundation. Like many small business owners, they learned how to navigate operating a restaurant through trial and error. Recently Katherin decided to explore the **no-cost workshops** available through the NYC Department of Small Business Services. Although she had been using QuickBooks for many years, she decided to sign up for a QuickBooks training. "I thought I knew so much but learned a lot of new things that have helped us understand where we should spend our money, what's working and what's not, and how we can budget ourselves better." After that she enrolled five staffers into an SBS program in partnership with Lehman College to teach them G Suite. The course was taught in Spanish to accommodate her staff.

Learn about the free services your business may be eligible for [here](#).



SCHOOL OF CONTINUING
AND PROFESSIONAL STUDIES

Carman Hall, Room 128
250 Bedford Park Blvd West
Bronx, NY 10468

Phone: 718-960-8512
Fax: 718-960-8727
www.lehman.edu/scps

Thank you from the Lehman team!

Kimberly Kendall, Director of Workforce Education Programs

Samira Bahrami, Director, CUNY on the Concourse

Alix Camacho-Neri, CUNY on the Concourse Office Manager

Timothy Bell, Program Coordinator